RESEARCH PLAN PROPOSAL

Impact of Training & Development on Teacher'sPerformance : An Empirical study on CBSE Affiliated Schools in Rajasthan.

For registration to the degree of

Doctor of Philosophy

IN THE FACULTY OF COMMERCE & MANAGEMENT

THE IIS UNIVERSITY, JAIPUR

Submitted by

Jyoti Bhati

Enrolment no. IISU/2018/ 26363

Under the Supervision of

Dr. Neha Sarin

Assistant professor

Department OfManagement Studies,

The IIS University

Department of Commerce

August 2019

CONTENTS

INTRODUCTION

EDUCATION SECTOR

REVIEW OF LITERATURE

REVIEW ARTICLE TABLE

RESEARCH GAP

THEORETICAL FRAMEWORK

SCOPE OF THE STUDY

RESEARCH QUESTIONS

RESEARCH OBJECTIVE

HYPOTHESES

RESEARCH METHODOLOGY

*RESEARCH DESIGN

*UNIVERSE OF STUDY

*DATA COLLECTION

*SAMPLE DETAILS

*TOOLS AND TECHNIQUES & LIMITATIONS

SCHEME OF CHAPTERIZATION

REFERENCES

AN OVERVIEW

INTRODUCTION

Training and development is a function of Human Resource management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including Human Resource Development and "learning and development".

Training and development encompasses three main activities: training, education, and development.

Training: This activity is both focused upon, and evaluated against, the job that an individual currently holds.

Education: This activity focuses upon the jobs that an individual may potentially hold in the future, and is evaluated against those jobs. Development: This activity focuses upon the activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to evaluate.

TRAINING AND DEVELOPMENTis a subsystem of an organization. It ensures that randomness is reduced and learning or behavioral change takes place in structured format.

TRADITIONAL AND MODERN APPROACH OF TRAINING AND DEVELOPMENT

Traditional Approach: Most of the organizations before never used to believe in training. They were holding the traditional view that managers are born and not made. There were also some views that training is a very costly affair and not worth. Organizations used to believe more in executive pinching. But now the scenario seems to be changing.

The modern approach of training and development is that Indian Organizations have realized the importance of corporate training. Training is now considered as more of retention tool than a cost. The training system in Indian Industry has been changed to create a smarter workforce and yield the best results.

Objectives of Training:

The objectives of training are as follows:

(i) To provide job related knowledge to the workers.

(ii) To impart skills among the workers systematically so that they may learn quickly.

(iii) To bring about change in the attitudes of the workers towards fellow workers, supervisor and the organization.

(iv) To improve the productivity of the workers and the organization.

(v) To reduce the number of accidents by providing safety training to the workers,

(vi) To make the workers handle materials, machines and equipment efficiently and thus to check wastage of time and resources.

(vii) To prepare workers for promotion to higher jobs by imparting them advanced skills.

Need and Importance of Training:

Why is Employees' Training Necessary?

The need for training of employees arises due to the following factors:

(i) Higher Productivity:

It is essential to increase productivity and reduce cost of production for meeting competition in the market. Effective training can help increase productivity of workers by imparting the required skills.

(ii) Quality Improvement:

The customers have become quality conscious and their requirement keep on changing. To satisfy the customers, quality of products must be continuously improved through training of workers.

(iii) Reduction of Learning Time:

Systematic training through trained instructors is essential to reduce the training period. If the workers learn through trial and error, they will take a longer time and even may not be able to learn right methods of doing work.

(iv) Industrial Safety:

Trained workers can handle the machines safely. They also know the use of various safety devices in the factory. Thus, they are less prone to industrial accidents.

(iv) Reduction of Turnover and Absenteeism:

Training creates a feeling of confidence in the minds of the workers. It gives them a security at the workplace. As a result, labour turnover and absenteeism rates are reduced.

(vi) Technology Update:

Technology is changing at a fast pace. The workers must learn new techniques to make use of advance technology. Thus, training should be treated as a continuous process to update the employees in the new methods and procedures.

(vii) Effective Management:

Training can be used as an effective tool of planning and control. It develops skills among workers and prepares them for handling present and future jobs. It helps in reducing the costs of supervision, wastages and industrial accidents. It also helps increase productivity and quality which are the cherished goals of any modern organization.

Importance of Training and Development

1Help in addressing employee weaknesses

2 Improvement in workers performance

3 Consistency in duty performance

4 Ensuring worker Satisfaction

5 Increased productivity

6 Improved quality of services and products

7 Reduced cost

8 Reduction in supervision

Difference between Training & Development

Training: -means learning skills and knowledge for doing a particular job and increase skills required for a job Development: - refers to the growth of an employee in all respect. It is most concerned with sharping the attitudes

1. Training focuses on technical, mechanical oriented operations. Development focuses on theoretical skill and conceptual ideas.
2. Training is mostly for non-managers. The development is for managers and executives.
3. Training is one-shot deal. Development is a continuous on-going process.
4. Training focuses on current jobs. Development prepares for future jobs.
5. Training is concerned with specific job skills and behaviour. Development is concerned with related enhancement of general knowledge and understanding of non-technical organisation function.

EDUCATION SECTOR

Introduction

India holds an important place in the global education industry. India has one of the largest networks of higher education institutions in the world. However, there is still a lot of potential for further development in the education system.
Moreover, the aim of the government to raise its current gross enrolment ratio to 30 per cent by 2020 will also boost the growth of the distance education in India.

Government Initiatives

Some of the other major initiatives taken by the Government of India are:

- In August 2018, Innovation Cell and Atal Ranking of Institutions on Innovation Achievements (ARIIA) were launched to assess innovation efforts and encourage a healthy competition among higher educational institutions in the country.
- In August 2018, Government of India launched the second phase of 'Unnat Bharat Abhiyan' which aims to link higher educational institutions in the country with at least five villages. The scheme covers 750 such institutions.
- The allocation for school education under the Union Budget 2018-19 is expected to increase by 14 per cent, to focus on accelerating existing schemes and quality improvement.
- In order to boost the Skill India Mission, two new schemes, Skills Acquisition and Knowledge Awareness for Livelihood Promotion (SANKALP) and Skill Strengthening for Industrial Value Enhancement (STRIVE), have been approved by the Cabinet Committee on Economic Affairs (CCEA), Government of India, with an outlay of Rs 6,655 crore (US$ 1.02 billion) and will be supported by the World Bank.
- The Ek Bharat Shreshtha Bharat (EBSB) campaign is undertaken by Ministry of Human Resource Development to increase engagement between states, union territories, central ministries, educational institutions and general public.
- Prime Minister Mr Narendra Modi launched the Skill India initiative – 'Kaushal Bharat, Kushal Bharat'. Under this initiative, the government has set itself a target of training 400 million citizens by 2022 that would enable them to find jobs. The initiatives launched include various programmes like: Pradhan Mantri Kaushal Vikas Yojana (PMKVY), National Policy for Skill Development and Entrepreneurship 2015, Skill Loan scheme, and the National Skill Development Mission.
- In December 2018, the Government of India published that 3.43 million candidates had enrolled in the Pradhan Mantri Kaushal Vikas Yojana (PMKVY) 2016-20 scheme. Up to January 24, 2019 as many as 2.53 million candidates were trained under under the scheme's Short Term Training (STT).

Government Achievements

Following are the achievements of the government in the past four years:

- Under the mid-day meal scheme initiated by the Government of India, about 95 million students of around 1.14 million schools enjoy fresh meal every day.

- The Government has laid foundation of 141 universities and 7 IITs in the past four years.
- With an aim of promoting innovation and entreprenuership among secondary school students in the country NITI Aayog, Government of India has launched the Atal Innovation Mission (AIM)In June 2018, 3,000 additional Atal Tinkering Labs were approved, taking the total number of labs to 5,441.

Road Ahead

In 2030, it is estimated that India's higher education will:

- Adopt transformative and innovative approaches in Higher education.
- Have an augmented Gross Enrolment Ratio (GER) of 50 per cent
- Reduce state-wise, gender based and social disparity in GER to 5 per cent.
- Emerge as a single largest provider of global talent, with one in four graduates in the world being a product of the Indian higher education system.
- Be among the top five countries in the world in terms of research output with an annual R&D spent of US$ 140 billion.
- Have more than 20 universities among the global top 200.

Various government initiatives are being adopted to boost the growth of distance education market, besides focusing on new education techniques, such as E-learning and M-learning. Education sector has seen a host of reforms and improved financial outlays in recent years that could possibly transform the country into a knowledge haven. With human resource increasingly gaining significance in the overall development of the country, development of education infrastructure is expected to remain the key focus in the current decade. In this scenario, infrastructure investment in the education sector is likely to see a considerable increase in the current decade

Moreover, availability of English speaking tech-educated talent, democratic governance and a strong legal and intellectual property protection framework are enablers for world class product development, as per Mr Amit Phadnis, President-Engineering and Site Leader for Cisco (India).

The Government of India has taken several steps including opening of IIT's and IIM's in new locations as well as allocating educational grants for research scholars in most government institutions. Furthermore, with online modes of education being used by several educational organisations, the higher education sector in India is set for some major changes and developments in the years tocome.

REVIEW OF LITERATURE

Literature means writings and a *body of literature* refers to all the published writings in a particular style on a particular subject. In research, a body of literature is a collection of published information and data relevant to a research question.

The research question. Often referred to as the research problem, the research question provides the context for the research study and reveals what the researcher is trying to answer.

The literature review. The review is a careful examination of a body of literature pointing toward the answer to the research question.

Literature reviewed typically includes scholarly journals, scholarly books, authoritative databases and primary sources. Sometimes it includes newspapers, magazines, other books, films, and audio and video tapes, and other secondary sources.

- Primary sources are the origin of information under study, fundamental documents relating to a particular subject or idea. Often they are first hand accounts written by a witness or researcher at the time of an event or discovery. These may be accessible as physical publications, as publications in electronic databases, or on the Internet.
- Secondary sources are documents or recordings that relate to or discuss information originally presented elsewhere. These, too, may be accessible as physical objects or electronically in databases or on the Internet.

Methodology of literature review:

As advocated by Fink,(2005),a literature review must use methodology which is systematic in approach, explicit in describing the procedures by which it was conducted and comprehensive in its scope of including all relevant material related to particular phenomenon. Most often related to academic-oriented literature, like a thesis or peer-reviewed article, a literature review sometimes precedes a research proposal and results section. Its main goal constitutes of locating the present study inside the body of literature and to produce context for the actual reader. Literature reviews are necessary for research in nearly each tutorial field.

The study has used **Systematic Literature Review** methodology. Systematic, explicit and reproducible method for identifying, evaluating and synthesizing the existing body of completed and recorded work produced by researchers, scholars and practitioners.

Relevance of Literature Review:

Review of literature helps to get a thorough knowledge of the area in which research is proposed to be undertaken. With the articles mentioned in this review, a clear understanding of Training and Development and its impact on the society can be made.

Objectives of Literature Review undertaken are:

- To study the concept of Training and Development and its various dimensions.
- To understand the studies that has been conducted in relation to Training and Development and its implications.
- To identify trend of Training and Development.
- To some extent figure out the areas where the research has not been done before.

1. Literature collection and boundary identification:

- Database used, Google scholar for searching articles;
- Paper published only in peer-reviewed academic journals are considered;
- Paper were collected for last 10 years ; and
- Paper with full text available is considered.

2. Description and Classification of Literature:

- Analysis by year of publication
- Analysis by research methods :
  - Empirical
  - Conceptual
  - Survey
- Analysis by Journal of Publications
- Analysis by Status :
  - National
  - International

Reviewed Articles

Research Articles by year of publication:

2010-2012	6
2013-2015	14
2016 – 2018	5

Research article by Status:

National	International
3	22

Research article by Journal of Publication:

S.NO	Journal of Publication
1	Mediterranean Journal of Social Sciences
2	International Journal of Training and Development
3	IOSR Journal of Business and Management
4	IOSR Journal of Business and Management
5	Journal of Tourism and Hospitality Management
6	Research Centre of Management Studies
7	International Conference on Global Business, Economics, Finance and Social Sciences
8	IOSR Journal of Business and Management
9	IOSR Journal of Business and Management
10	International Journal of Engineering and Management Research
11	International Journal of Business and Management Invention
12	Journal of Management
13	International Journal of Research in Economics and Social Sciences
14	International Journal of Management Research & Review
15	EPRA International Journal of Economic and Business Review
16	International Journal of Business Administration and Management
17	Global Journal of Management and Business Research
18	Journal of Public Administration and Governance
19	International Journal of Marketing, Financial Services & Management Research
20	European Journal of Training and Development Studies
21	IOSR Journal of Business Management
22	International Business Research
23	Global Journal of Human Resource Management
24	European Journal of Business and Management
25	Mediterranean Journal of Social Sciences

REVIEWED ARTICLES – TABLE

S.NO	PAPER NAME	AUTHORS	AREA	OBJECTIVE	METHODOLOGY	CONCLUSION
1.	Importance and Effectiveness of Training and Development	Ganesh M., R.Indradevi	Vellore (Tamil Nadu)	The objective of this research paper is to collect and analyze data regarding the importance and effectiveness of training.	Primary data collected through questionnaire from Directors/Dean/Sec heads in the university by a face to face structured interview method was followed to collect relevant information.	This study conclude that training & development programme conducted in the university was found to be good and the same may be said if it enhance its training development programme based on different level of training is to be kept to different level of man power.
2.	Corporate Training and Development Policies and Practices: a cross-national study of India and Britain	P.S. Yadapaditha ya and Jim Stewart	India v/s Britain	The aim of this paper is to report on the existing corporate training and development (T&D) policies and practices in India and Britain. i)The corporate commitment to T&D in terms of percentage of payroll spent on T&D, training	Primary data and information were collected througha structured written questionnaire sent to 407 respondents in India and 500 respondent in Britain included organizations in the Private, Public and MNC sectors. Finally. The chi-square test of significance was used to analyse.	The results of this study can only reveal general trands in the corporate T&D policies and practices in India and Britain, and may not contain convicing logical explanations of the reasons for and obstacles to adopting particular T&D policies and practices in each country

				money spent per employee, percentage of employees trained per year, and HRD or training staff per 1000 employees. ii)Major driving forces of corporate T&D initiatives. iii)key result areas of T&D initiatives. iv)Trends and status of conducting training needs analysis and evaluation. v) purposes, levels, instruments, timing and designs of evaluating training and development programmes.v i) Perceived deficiencies of corporate T&D system.vii)Ke y T&D challenges currently faced by the Indian and British corporate sectors. viii)Similariti es or differences in T&D policies		

				and practices between India and Britain.		
3.	Effectiveness of Training and Development in the Indian Industries	S.Vijayasamundeeswari	Triunelveli	The objectives of the study are formatted to know and understand the effectiveness of the training programmes. 1.To measure the effectiveness of the training programmes. 2.To study the attitude of the employees towards impact and methods of training programmes. 3.To suggest improvements for the effective training programmes for the Brakes India Ltd., Padi, Chennai.	The present study is based on both primary and secondary data. The primary data were collected from different category of employees from 14 departments. 500 employees were choosen as the sample for the study through Random Sampling Technique.	This study concluded that for training and development to be effective, the organization should become a learning organization. Whereby learning is encouraged by all stakeholders from individual employees to management. On the whole the employees are satisfied with the present training process of the company which is analysed through various statistical tools
4.	Training and Development programme in Airtel:The status of Art	Tanveer Khan	Bhopal	1.To analyze the Training and Development program in Airtel. 2.To know the employees view towards Training and Development	In this study both primary and secondary data was collected, the sample size of 30 employees by using questionnaire method through Random Sampling Technique.	This study conclude that training enhance organization effectiveness and also get innovative ideas during training and also training is necessary for any employee to

				program of the Organization.		developing his skills , to experience fruitful changes after being trained.
5.	Importance of Training and Development and Its Impact on Employees of Hotels in Kolkata, India: An Emprical Study.	KrishneduHazra, prosenjitghosh, parthapratimsengupta	Kolkata	The purpose of this study is to investigate the imminence of training program in the hospitality sector (i) to identify the importance of Training and Development. (ii) to evaluate its impact on employees in the hotel industry.	The primary data was collected through questionnaire on 5-point likert type scale. The study had 106 observations and statistical analyzed such as factor analysis and multiple regression analysis acc to particular objective of the study with using SPSS version 16.0	This study indicates that most of the variables are favourable towards effectiveness and impact on employees but few areas need to improve to enhance the effectiveness of training which will help the employees and management.
6.	Recruitment Add Selection, Training And Development And Its Impact Towards Job Satisfaction In BSNL, Thanjavur SSA- A Study.	R.Gopinath ,Shibu.N.S.	Tamil Nadu	1.To study the demographic profile of employees working in BSNL. 2.To know the level of job satisfaction among employees working in BSNL. 3.To examine the level of recruitment and selection Training and Development and its impact towards job satisfaction with special reference to BSNL 4.To know the	The primary data was collected through a well-framed and structured questionnaire by survey method. For this research a sample collected of 100 employees in BSNL by Stratified Random Sampling assessed through computing Cronbach's Alpha.	This study concluded that there is a positive realtioship exists between Recruitment and Selection Training and Development and Job Satisfaction in BSNL, Thanjavur SSA.

				factors of job satisfaction and how they influence them.		
7.	A case study approach for evaluation of Employee training effectiveness and development program	Neeraj S. Borate , Gopalkrishna , Sanjay L. Borate	Chennai	To measure the effectiveness by using kirkpatrick model with four levels of training 1.Reaction to the training 2.Learning measures 3.Behaviour measures 4.Results	Primary data was collected from the employees of multinational company convenience sampling method has been used in this survey. A likert scale was used and for analyzing the data and significant tests through the statistical package for social sciences (SPSS). It can be classified into descriptive research category.	This study focused on Learning and Behaviour and outcome it can be conducted that kirkpatricks model of training evaluation holds fairly well in this context and these four factors can influence the trainees views on the efficiency of the training programme
8.	A study of effectiveness of Employee Training and Development	U. Dineshkumar , S. Vijaykumar	Tamil Nadu	To evaluate the impact of training of employees to analyze the suggestion of employees to improve. To find whether the employees feel are recognized about the training provided by the organization.	Data was collected from around 50 employee in the AhillApperal exports (p) limited, utukuli Tripura city by survey method The primary data is collected through questionnaire with employee. The secondary data is collected from journal text books and through internet. Random sampling method is adopted used to select the employees for collecting data.	Since employee are backbone of the company so company should satisfy them in order to improve their quality and provide appropriate training program for their future growth so the top management must concentrate on the employee training & development programs to organize them in such way that maximum number of employees wants to attend these

						programs.
9.	A study Effectiveness of Training and Development in RabcoHuat wood Pvt. Ltd	Prof. Mr Madankumar, Mr M Arun	Tamil Nadu	1.To find out the factors affecting the performance of employee. 2.To analysis the effect of training program	The primary data was collected by 50 employees of the company through structured questionnaire. Secondary data collected from website, books and some records sampling method used in this study can be defined as convince sampling tools are used percentage analysis, chi- square. Test and bar diagram analysis by SPSS 17.0 software.	Through this study it was analyzed that organizational training has great impact on employees and also shows greater importance to training and view that training is an important component for new and existing employees. It to increase performance and satisfaction level in their
10.	A study on Effectiveness of Training and Development Programs Adopted by KPLC Bangalore	Sirivinas KT.	Karnataka	1.To understand the concept of training and development. 2.To study the purpose for attending training and development by employees. 3.To study the impact of training and development on overall productivity of the organization. 4.To know the satisfaction level of	Primary data was collected through questionnaire with meant for the employees secondary data collected through company published magazines handouts company website annual reports. Research adopted random sampling method for study through 100 sample size.	The study concluded that the training and development programs provided by KPCL are found effective credible and commendable which can be improved further.

				employees regarding training. 5.To know the effectiveness of training and development programs KPCL. 6.To offer suggestions based on findings of the study.		
11.	A study on Effectiveness of Training and Development in cement industry	Prof. Barijimohan Vyas, Chandrika K Mistry	Karnataka	To study the different methods of training programs conducted in cement industry. 2.To study the study the effectiveness & satisfaction level of employees towards training program.	Primary data was collected through survey & questionnaire. Secondary data was collected through industry profile journals and reports on website sample size of 100 employees	The study can conclude that industry is providing training to workers effectively but still it on make it more effective by increasing duration of training programme and inviting expert from outsider to train employees
12.	A study on Effectiveness of Training and Development in Ashok Leyland All over India. .	Dr V. Antony Joe Raja, R. Ranbu ranjitikumar	Tamil Nadu	Primary objective is to evaluate the effectiveness of training and development programs in Ashok Leyland LTD. Secondary objective is to identify the knowledge & skills required by employees	Primary data was collected through questionnaire by random sampling technique sample of 400 employees was taken. Secondary data has been collected from the company and from the records of Ashok Leyland LTD. Tools are used Chi- square, simple percentage and correlation & coefficient Methods.	The study concluded that Training plays a central role is nurturing and strengthening these competencies band in this way has become a part of a backbone of Training and Development Programs try to level of

				to perform the job efficiently & effectively and also asses the satisfactions level to understand the training need of employee in the firm		knowledge so that the employees is better equipped to do his/her present job
13.	A study of Training in insurance and their impact on Employees productivity	Dr Shefali verma, Rita goyal	Ambala	1.To study the training practices in some selected branches of LTC. 2.To study the difference in perception of employees on the basis of gender designation & qualification.	Primary data was collected through questionnaire by 250 employees in four branches of LIC on the basis of judgement sampling and respondents on the basis of non probability random sampling.	The study resulted that by providing training to the employees, the organization is providing the support to develop the skills of their employees. If the training is good then the employees will contribute their maximum for the achievement of the organization
14.	A study of the impact of training on employees performance in private Insurance sector Coimbatore District:	R. Anitha Dr M. Ashok kumar	Coimbatore	1.To study the factors determining of employee productivity through performance. 2.To study the effects of other Human resource management (HRM) practices on employees performance and also the impact training of	Primary data was collected by questionnaire through 75 respondents from the 10 companies of private life non – life insurance sectors in Coimbatore by the random sampling method. Research tools are used to T test, Chi square with Likert scale rating.	The study resulted that employees will be productive and committed towards their job only when they are provided with required inputs, let it be machine, material on the skill sets, Training is a too which improves the skill sets and knowledge of the employees that improves the productivity

				employees performance.		&profitability of the organization. The effectiveness of the training should be improved through proper periodical scheduling of the training, selection of quality trainers implementing the best training methods
15.	The Effectiveness of Training and Development In Banking Sector – A Case Study Of State Bank Of India.	MrMegharaja. B	Karnataka	1. To examine the effectiveness of training on employees in improving their skills.2. To ascertain satisfaction levels of employees on improving the present system. 3. To offer suggestions base on the findings of the study	The primary data was collected by direct interview through questionnaire. The secondary data was collected from research standard journal and periodicals sample collected from 200 SBI employees of Hyderabad, Karnataka and the study is explorative as well as descriptive in nature.	As jobs have become more complex in the banking sector the importance of employee training has increased. A key for obtaining consistent success with training programs is to have a systematic approach to measurement and evaluation State Bank of India has offered training to its employees are adaptable to changes and strive for self development from the analysis of the date it can be concluded that the training programme offered in State Bank of India are effective

16.	Impact of Training and Development with Reference to Banking Sector In India	Jyoti	Raipur	1. To assess the role of HRM in Banking industry. 2. To analyze the Impact of Training and Development (T&D) for employers serving in banks	Secondary data was collected through Journals, trade magazines, Annual Reports of Bank and the internet also used a number of articles published in academic journals and trade magazines and secondary information from internet based discussion from .	It is concluded that public development programmes for their Bank provide training programmes to enhance their knowledge and skills of banking sector in India is the result of skilled manpower which is the outcome of training and development.
17.	Impact Of Training and Development on Organizational Performance.	Raja Abdul Ghafoor Khan, Furqan Ahmed Khan, Dr Muhammad Aslam Khan	Pakistan	The objective of this study to understand the affect of training and Development, On the Job Training, Training Design and Delivery Style on Organizational Performance.	The study sample comprised of 100 employees of different organization of Islamabad. Data collected through questionnaire with the use five pointlikert scale by analysis through SPSS software, Z-test used and the result conclude on the basis of secondary and primary data. Most of the result consist of secondary data.	This study concluded that Training and Development has positive effect on Organizational Performance. On the job training is very effective and it also saves time and cost. Training and Development. It means it increases the overall organizational performance.
18.	Training and Development Strategy and Its	Abdus Sattar Niazi	Pakistan	The objectivity of training and development and its continued	Primary data collected through questionnaire a convenience sample of 100 employees from four different	This study concluded that companies now feel that there should be a close liaison between

	Role in Organizational Performance			learning process has always been leverage with the FMCG industry and now it has become rather an over arching trend of social needs, emphasizing that organizations must inculcate learning culture as a social responsibility. & Training and development has its strategic positioning and it directly contributes towards organizational business goals and objectives.	departments of an FMCG. This study uses hierarchial Linear Modelling for the analysis of the single level data.	such institutions and the industry so that employee development programs are made more purpose oriented and training and development cannot be disconnected from the business activities of the organization on the contrary this is the area that clearly illustrates positive relationships between training activities and the organizational performance.
19.	Training and Development and Performance of Employees: EvidenceFrom Sri Lanka Telecom	Ms. Prasadini N. Gamage, Lionel Imbulana	Srilanka	1.The main objective of this research study is to measure effect of the Training & Development on the employees Performance and also improve employee knowledge and the skills	The primary data collected through questionnaires, interviews and observation. This sample of employees was selected by using the simple random sampling method a sample of 226 employees drawn from a population of size 450 employees of the call centredivision	The research was to study the significance of the training and development on the employee performance. Even though there are number of research carried out on this topic there wasn't study carried out to see the significance on the customer

				for their better performance. 2.The performance is measured in terms of the improvement in productivity, absenteeism and the Employee job satisfaction.	customer care.	care officers in the field of telecommunicati on. Telecommunicati on sector development is taking pace rapidly and technology is changing fast should sustain there growth.
20.	Impact of Training & Developm ent on Employee s Performan ce In Banks of Pakistan	Muhammad Imran, Aiman Tanveer	Pakista n	The objective of the study. (1) To identify the existing Training and Development trends & programs in the banks under study in Pakistan. (ii) To assess the relationship between T&D and employees performance. (iii) To propose a streamlined Training investment pattern for the banks under study in Pakistan.	:- In this study Primary and secondary data collected and also adopted the descriptive and explanatory approach to assess the role of Training & Development in employees work performance. Structured questionnaire was used to collect with convenience sampling and referral sampling with sample size 150 employees working in six different branches of banks. SPSS is being used to analyze the responses collected on the questionnaire.	This study conclude that there is a strong relationship between training & development and employee performance. Training and Development prepare the employees to contribute more to the organization and in our case to the bank. Training and development has a positive impact on employee performance in the banks of Pakistan.
21.	Employee Training and Employee Developm ent Is the Predictors of	NurayAkter	Bangla desh	1.To investigate the relationship between employee training and employee performance	Primary data was collected to questionnaire through 400 employees from twenty different garment organization at	This study may help the employee performance by proper and applicable employee training and

	Employee Performance: A Study on Garments Manufacturing sector In Bangladesh			measured by the employees perceptions who are working at garment sector in Chittagong Bangladesh. 2.To explore the influence between employee development and employee performance measured by the employees perceptions who are working at garment sector in Chittagong, Bangladesh. 3.To offer some initiatives as future direction for the enhancement of employee performance by maintaining proper and effective employee training and development programs to ensure the greater interest of the garment sector in Bangladesh as well other countries in	different time in Chittagong Bangladesh with Purposive Sampling Technique.	employee development programs to retain of garment sector's growth and expansion in Bangladesh.

				the world.		
22.	What Is the Role of Training and Job Satisfaction on Turnover Intentions ?	Khawaja Jehanzeb, Abu Bakar Abdul Hamid & Anwar Rasheed	Saudi Arabia	The objective of this study pursues to add literature and findings in fast food franchises sector by examining the impact of effective training and coworker support for training on turnover intentions among the employees of fast food franchises in Saudi Arabia.	The primary data collected through structured questionnaire among 278 employees working in different fast food franchise. Respondent were randomly selected and the effectiveness of training program which were adapted from the study of Kirkpatrick.	This study results that effective training program and coworker support for training are positively related to the job satisfaction. However, job satisfaction mediates the relationship between effective training program, coworker support for training and turnover intentions.
23.	Strategic Role of Human Resource Training And Development on Organizational Effectiveness In Nigerian Banking Industries.	Oni-Ojo Edith Abeguki, SalauOdunayoPaul, OlumuyiwaAkinrole, Abasilim Ugochukwu	Nigeria	The objective of this study has examined how best training can be used to reduce waste , incessant level of industrial accidents, lateness to work, fatigue and absenteeism in order to ensure the survival and growth of the banking industries.	A primary data was collected through questionnaire with a sample size of 235 was used for this study and the respondents were selected randomly from the list of the employees within the rank of managers supervisors and other staff within the organization. Correlation Analysis wasw adopted using SPSS and Chi Square.	This study concluded that training and development programmes an evaluation is carried out by the Human resources group to ascertain the effectiveness of the programme in line with the need which had been identified. It is worthy of mention that organizational development follows the development of

						individual who form the organization. It also observe that training has a positive impact on workers job performance in the selected banking industries
24.	Impact of Training and Dvelopment on Organizational Effectiveness: Evidence from Selected Public Sector Organizations in Nigeria	HapinessOzioma Obi-Anike, Michael ChidiebereEkwe	Nigeria	The specific objectives of the study are (i) To determine the challenges associated with training and development in the Nigeria Public sector.(ii) To highlight the benefits of training and development in Nigeria public sector. (iii) To ascertain the impact of training & development on organizational performances.	The study adopted survey method. Primary data was collected through questionnaire administration supported by personal interview while secondary data was obtained from journals, textbooks and internet. The questionnaire was designed in a 5-point Likert Scale format.A sample size was 66 and analyzed with descriptive statistics while the corresponding hypotheses were tested with the chi-square, Pearson's Correlation and Linear regression with SPSS.	This study concluded that staff training and development is treated with levity and neglect and there is this misconception of the aim of staff training because is been seen as a tool or means for staff promotion rather than seeing it from an holistic angle as a tool for staff development maintenance for greater performance and retention.
25.	Effects of Poor Training and Development on the Work Performance of the Fast Food Employee	NnennaE.Ukandu Wilfredl.Ukpere	CapeTown	1.The objective of this study is to evaluate the state of training and development in the fast food outlets, in order to establish the	The aim of this study is to derive a motivation strategy. The primary data was collected through questionnaire with 200 sample size. Furthermost, a pilot study was conducted with a few staff	This study concluded that Training and Development enhances self development and self confidence in the work place and also allows them to become more effective

	s in Cape Town.			impact of the current state on work performances. 2.Improving employee job performances at FasFood outlets in Capetown through effective training and development. 3.To encourage the management of fast food outlets in cape town to initiate different training & development schemes that will help to accelerate the level of motivation of employees work performance.	members and managers in the fast food industry from different outlets.	problem solvers. For the organization, training leads to increased productivity reduces employee accidents and safety violations helps in organizational development and reduces wastage and employee turnover finally, there should be a strategic method of training and development of workers that is introduced at fast food outlets to enhance job performance and to reduce employee turnover.

Research Gap:-

A lot of research has been done on Training and Development Sector. All these research had an excellent work which has supported in gaining knowledge about the topic in different different sectors.

According to the researcher, A very few studies held in Education Sector on Job Performance. Improving Employee Job Performance is one of the most important objectives for any organization. This is because overall job performance of employees can influence all over organizational performance. This study investigates the relationship between training and development and Job Performance in CBSE affiliated schools of rajasthan.

- There are various dimensions of Training & Development and most of the researcher had not emphasized on all the dimensions **but had conducted the research on one or two dimensions of the Training & Development.**
- Mostly the earlier studies conducted in this sphere had **rarely taken into consideration teachers of CBSE affiliated schools of Rajasthan as respondents for the study**.
- The earlier studies had been restricted to Education Sector but **CBSE affiliated schools has not been emphasized upon in many of researchers.**

Theoretical Framework

Independent Variable	Dependent Variable
Training & Development	Job performance & Job Satisfaction

This theory is based on three main variables that forms base for the study and their interconnection is required to be found in order to arrive at the results of the study and these three pillars are:

Independent Variable: Training & Development

Dependent Variable: Job Performance& Job Satisfaction

Scope of the Study:

The proposed study aims towards ascertaining the association between Training & Development and Job Performance of employees.

Eventually the outcome of Training & Development, have aspect on Job Performance&Satisfaction.

The proposed study will be preferred for Training & Development. This study revolved around the preference towards CBSE Affiliated schools. It will be restricted to some selected CBSE Affiliated schools also.

CBSE Affiliated schools would be considered as a base for the study. The employee perception will be taken into account with the help of Primary Data (Questionnaire) and in some spheres Secondary Data (Books, Journals, Magazines etc.) would also be relied upon for the proposed study.

Research Questions:

The proposed study attempts to understand the outcome of Training & Development towards Employee Job Performance in CBSE Affiliated scools with the help of satisfaction. In order to move ahead on this path it need to figure out answer the following question.

- Is there any relation between Training & Development and job performance.
- Do the Dimensions of Training & Development have an association with job performance.
- Do the Dimensions of Training & Development have an association with the jobperformance Preference towards CBSE Affiliated schools.
- What is the mindset of employees when it comes to give preference to the Training & Development.

Research Objectives: -

- To study the types of training program for teaching staff in education sector.
- To examine the importance of Training & Development in education sector.
- Todetermine the relationship between Training and Development and job performance of teaching.
- To analyse the job performancelevel of teacher through Training & Development programs.
- To suggest the issues phase during Training & Development in education sector.

Hypothesis of the Study:-

Hypothesis 1:

Ho1: There is no significant relationship between Training & Development and teacher performance.

Ha1: There is significant relationship between Training & Development and teacher performance.

Hypothesis 2:

Ho2 : There is no significantimpact of Training & Developmenton teacher performance.

Ha2 : There is significant impact of Training & Development on teacher performance.

Research Methodology: -

Research Design:
The proposed study will be based on the following Research Design:

Descriptive	Exploratory	Empirical

This Research work will be based on Survey. For the purpose of the study, both Primary and Secondary data will be used. Secondary data will be collected from available books, journals, publications, research studies, articles and websites. Structured Questionnaire with close – ended questions and rating scale questions was used to collect primary data. The question on both variables i.e. dependent variables and independent variable. Both variables were measured on a five-point Likert Scale from strongly agree = 5 to strongly disagree = 1.500 Sample size is selecting to conduct this research.

Data Collection:

Data will be collected from Teaching Faculty of CBSE Affiliated schools by using Structured Questionnaire based on Five Point Likert Scale. The Secondary data will be collected through research publications, Standard Journals, Periodicals and Web.

Universe of the Study:

Universe for the proposed study will be the Teaching Faculty of CBSE Affiliated schools in Rajasthan.

Statistical Tools and Techniques:

The below mentioned techniques and tools will be used in order to drive the results of the proposed study. The techniques used will be:

- For Descriptive Statistics: Arithmetic Mean & Standard Deviation, Variance and Graphical Presentation.
- For Data Reduction: Exploratory Factor Analysis (EFA).
- To test the Hypotheses & Models: correlation regression independent T-test will be done by SPSS Software.

Limitations.

Although this stage is too early to discuss the limitations of the study but some general limitations of the proposed study that can hinder the accuracy of the result may be:

- The conclusion drawn is the proposed study cannot ne stated as universally acceptable.
- The answers of the respondents will be regarded as true.
- Some of data will also collectedfrom websites and can pose an issue to the accuracy of the results.

Scheme of Chapterization

Chapter Topic

- List of Tables
- List of Figures
- List of Abbreviations
- Introduction

1. **Introduction**
   - 1.1 Introduction
     - 1.1.1 Training
     - 1.1.2 Development
     - 1.1.3 Training and Development
     - 1.1.4 Training Objectives
     - 1.1.5 Need and Importance of Training
     - 1.1.6 Types of Training
     - 1.1.7 Training Need Analysis
     - 1.1.8 Importance of Training & Development
   - 1.2 Relevance of the Study
   - 1.3 Model of the Study
   - 1.4 Conceptual Framework

2. **Review of Literature**
   - 2.1 Review related to Training
   - 2.2 Review related to Training & Development
   - 2.3 Review related to Training & Development Dimensions.
   - 2.4 Review related to Education Sector
   - 2.5 Review related to Job performance
   - 2.6 Review related to Job satisfaction
   - 2.7 Overall review of RelatedLiterature.

3. **Research Methodology**
   - 3.1 Research Objectives
   - 3.2 Research Gap
   - 3.3 Need and Significance of the Study
   - 3.4 Objectives of the Study
   - 3.5 Hypotheses
   - 3.6 Scope of the study
   - 3.7 Universe of the Study
   - 3.8 Sample
   - 3.9 Tools
   - 3.10 Data Collection
   - 3.11Processing of Data
   - 3.12 Statistical Analysis.

4. Descriptive Analysis and Interpretation

5. Conclusion

Conclusion and Findings
Suggestions
Application of the Research
Limitation of the study
Scope of further Research
Bibliography
References
Webliography (Websites)
Appendices.

REFRENCE

Abeguki E.O.O. (2014) Strategic Role of Human Resources Training and Development on Organizational Effectiveness in Nigerian Banking Industries. *Global Journal of Human Resource Management Vol 2 No4 PP 24-39.*

Akter N. (2016) Employee Training and Employee Development is the Predictors of Employee Performance ; A Study on Garments Manufacturing Sector in Bangladesh. *IOSR Journal of Business and Management Vol 18 No11 PP48-56.*

Anitha R, Kumar M. A. (2016) A study of the impact of training on employees performance in private Insurance sector Coimbatore. *International Journal of Management Research & Review Vol 6 No8 PP 1079-1089.*

Antony V ,. Ranbu R K.(2016) A study on Effectiveness of Training and Development in Ashok Leyland All over India*. Journal of Management Vol 3 No1 PP 01-12*

.

Borate S.N, Gopalkrishna, Borate L (2014) A Case Study approach for evaluation of Employee Training Effectivness and Development Program. *International Conference on Global Business, Economics, Finance and Social Sciences.*

Dineshkumar U, S. Vijaykumar (2014) A study of effectiveness of Employee Training and Development. IOSR *Journal of Business and Management(IOSR-JBM) PP 25-28*

Dwivedi, H., &Ladiwal, O.(2011). Training practices in Indian Organizations .HRM. Review, 11 (7), 31-36

Gamage N.P. Imbulana .L (2013) Training and Development and Performance of Employees: Evidence from Srilanka Telecom. *International Journal of Marketing, Financial services & Management Research Vol 2 No9 PP12-25.*

Ganesh M., Indradevi R (2015) Importance and Effectiveness of Training and Development. *Mediterranean Journal of Social Sciences.Vol 6 No1 PP334-338*

Gopinath and Shibu N. (2014) Recruitment and Selection Training and Development and Its Impact Towards Job Satisfaction In BSNL, Thanjavur SSA-A Study. *Head, Research Centre of Management Studies, Bharathidasan University College.*

Hazra K, Ghos P, Sengupta P P (2017) Importance of Training and Development and its Impact on employees of Hotels in Kolkata, India: An Empirical Study. *Journal of Tourism and Hospitality Management Vol 5 No2 PP23-33.*

Imran. M, Tanveer A. (2015) Impact of Training & Development on Employees Performance in Banks of Pakistan. *European Journal of Training and Development Studies Vol 3 No1 PP22-44.*

Jehanzeb K, Bakar A.l& Anwar Rasheed(2015) What is the Role of Training and Job Satisfaction on Turnover Intentions?. *International Business Research Vol 8 No3 PP208-217.*

Jyoti (2017) Impact of Training and Development with Reference to Banking Sector In India. *International Journal of Business Administration and Management Vol 7 No1 PP 38-45.*

Khan,A.R.G. Khan F.A., Khan M.A.(2011). Impact of Training and Development on Organizational Performance. *Global Journal of Management and Business Research Vol 11 No 7 PP62-69.*

Khan T. (2016) Training and Development Programm in Airtel: The Status of Art. *IOSR Journal of Business and Management Vol 18 No1 PP74-88.*

Madankumar, M MArun(2018) A study Effectiveness of Training and Development in RabcoHuat wood Pvt. Ltd*. IOSR Journal of Business and Management (IOSR-JBM) PP 17-19.*

Megharaja. B (2014) The Effectiveness of Training and Development In Banking Sector – A Case Study Of State Bank Of India. *EPRA International Journal of Economic And Business Review Vol-2 No9 PP 152-158.*

Mishra , Arvind & Pallavi(2010) , Innovative HR Practices by organisations in different sectors, HRM Review, 11(7), 10-18.

Niazi S.A, (2011) Training and Development Strategy and Its Role in Organizational Performance. *Journal of Public Administration and Governance Vol 1 No2 PP42-56.*

Ozioma O.A. H, Ekwe C .M.(2014) Impact of Training and Development on Organizational Effectiveness: Evidence From Selected Public Sector Organizations in Nigeria. *European Journal of Business and Management Vol 6 No2 PP66-74.*

PBarijimohanV, Mistry C (2015) A study on Effectiveness of Training and Development in cement industry. *International Journal Of Business and Management Invention Vol 4 No6 PP 90-105.*

SirivinasKT.(2012) A study on Effectiveness of Training and Development Programs Adopted by KPLC Bangalore. *International Journal of Engineering and Management Research Vol 2 No1 PP 44-50.*

Ukandu E N, Ukpere I. W. (2013) Effects of Poor Training and Development on the Work Performance of the Fast Food Employees in Cape Town. *Mediterranean Journal of Social Sciences Vol 4 No14 PP571-579.*

Verma S, Goyal R (2011) A study of Training in insurance and their impact on Employees productivity. *International Journal of Research in Economics and Social Sciences Vol 1 No1 PP 31-45*

Vijayasamundeeswari S (2013) Effectiveness of Training and Development in the Indian Industries. *IOSR Journal of Business and Management Vol 6 No5 PP51-55.*

Yadapadithaya S. P. and Stewart Jim (2010) Corporate Training and Development Policies and Practices: a cross national study of India and Britain. *International Journal of Training and Development ISSN 1360-3736.*

WEBLIOGRAPHY

www.cbse.nic.in

www.ibef.org